

A YEAR OF COLLABORATIONS



ANNUAL
REPORT
2023



New Hope Community Services (New Hope CS) is a social service agency working to bring change into the lives of the displaced and disadvantaged in the community. We provide a range of services and programmes such as temporary shelter, casework, mentoring, job-matching, life-skills training and support with long-term housing and employment.

OUR VISION

To be a Beacon of New Hope to the Displaced and Disadvantaged in the Community.

OUR MISSION

To restore **HOPE** to those we serve.

- H:** Heart to serve all regardless of race or religion.
- O:** Opportunities made accessible and equalised for all.
- P:** Partnerships with 3P Partners (Public, Private & People) to form communities of support.
- E:** Empower individuals and families to bring about change and betterment in their lives.

OUR CORE VALUES

- R:** Respect—Value everyone. Everyone has a voice.
- I:** Integrity—Do the right thing. Strive for positive outcomes as individuals and as a team.
- C:** Compassion—Have a heart. Be hospitable and welcoming to all.
- E:** Excellence—Be at our best. Represent the best of New Hope CS to our stakeholders and partners.

CORPORATE INFO

- UEN: T04SS0026C
- Registered as a Society on 16 Jan 2004 (0333/2004)
- Registered as a Charity on 13 Oct 2004 (01825)
- Full member of the National Council of Social Service since 1 Nov 2005
- Current IPC Period: 1 Nov 2022–30 Sep 2026 (IPC000037)
- Banker: DBS Bank
- Auditor: Assurance Partners LLP

About New Hope Community Services

What's In This Report?

This annual report covers the highlights and activities of New Hope CS for the financial year ended 31 December 2023 (FY23)

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GLOSSARY	
3Ps	Public, Private, People
CEO	Chief Executive Officer
ESG	Environmental, Social, Governance
FSC	Family Service Centre
FY23	Financial Year ending 31 st December 2023
HDB	Housing & Development Board
HLF	Homelessness Learning Forum
HOPE Scheme	Home Ownership Plus Education Scheme
IPC	Institutions of a Public Character
JSS	Joint Singles Scheme
JSS-OR	Joint Singles Scheme Operator-Run
KS	Kampung Siglap
MSF	Ministry of Social and Family Development
NCSS	National Council of Social Services
New Hope CS	New Hope Community Services
NUS	National University of Singapore
PEERS	Partners Engaging & Empowering Rough Sleepers
RKM	Research & Knowledge Management
SBFF	Singapore Business Federation Foundation
SSA	Social Service Agency
SSO	Social Service Office
TP@1SR	Transit Point @ 1 Spooner
TP@JK	Transit Point @ Jalan Kukoh
TP@MD	Transit Point @ Margaret Drive
VC	Volunteer Centre
VM	Volunteer Management

FOREWORD

Patron's Message

As we reflect on the past year, it's necessary to acknowledge the broader context in which New Hope Community Services has been serving. Covid-19 was challenging for our nation. But we've emerged from the pandemic more resilient and united. In that context, New Hope CS' experiences that have happened during these dynamic times are worth highlighting.

In January 2023, I was at the official opening of Kampung Siglap Lifeskills Training and Retreat Centre. Kampung Siglap is a specially converted site from the old Siglap Primary School, and it offers a unique space for charitable agencies to run retreats and life-skills trainings to meet the needs of their beneficiaries. 280 guests from 163 organisations across the Public, Private and People sectors participated in the opening ceremony. Kampung Siglap promises to be a place for all in the social service sector. I'm heartened to see that many partners have come onboard for programmes like Retreat with Hope and First Things First. I look forward to seeing many more such collaborations to inspire hope and change in people's lives.

A second reflection. To ensure that the most vulnerable among us have access to subsidised homes, the Joint Singles Scheme Operator-Run (JSS-OR) Pilot was launched by HDB in 2021. New Hope CS has been the operator for the site at Bukit Batok West. The JSS-OR were well-subscribed and the pilot was expanded. In 2023, New Hope CS was appointed to operate another 200-over flats in Sengkang West and Woodleigh Link. In total, New Hope CS now manages public rental homes for about 640 tenants. I commend New Hope CS for taking up this task to better serve the displaced and disadvantaged in Singapore.

In 2024, New Hope CS will be celebrating its 20th anniversary, a momentous occasion. I thank the management, staff and partners of New Hope CS for being the driving force behind positive change all these years. Together, we navigate challenges and continue to build a compassionate and resilient Singapore.

Mr K. Shanmugam
*Minister for Home Affairs &
Minister for Law*



FOREWORD

President's Message



In 2023, Singapore finally emerged from the shadow of Covid-19, establishing a new norm that embraced the endemic reality. As we look back on the past year, I'm deeply humbled to share the remarkable strides we've taken together in fostering collaborations and advancing our shared mission. Our Annual Report for this year beautifully encapsulates the essence of our journey—truly, it has been “A Year of Collaborations”.

Our collaborations embody a profound commitment to making a tangible difference in the lives of those we serve. This commitment shines brightly in the form of Kampung Siglap Lifeskills Training and Retreat Centre, which officially opened in January 2023. Kampung Siglap symbolises a realm of possibilities – a haven to nurture hope and effect change through the passing of life skills with the engagement of retreat activities, not just for our beneficiaries, but for the entire social service sector. It represents our vision—a collective aspiration realised through collaboration. We owe immense gratitude to our portfolio of partners such as Bethesda Frankel Estate Church, as well as the countless individual volunteers, for their pivotal roles in bringing Kampung Siglap to fruition. Their contributions serve as a powerful testament to what can be accomplished when individuals, communities, and organisations unite with a shared purpose.

In keeping with the spirit of collaboration, we had the privilege of hosting the Homelessness Learning Forum 2023 (HLF2023) in partnership with MSF PEERS Office (Partners Engaging and Empowering Rough Sleepers). This forum brought together stakeholders from across the social service sector to exchange insights, best practices, and innovative solutions to address the homelessness in our community. The exchange of ideas underscored the transformative potential of collaboration in tackling complex social issues.

Our unwavering commitment to progress is further underscored by our Vision 2025 Five-Year Strategic Plan. As we reached the midway point of 2023, the Board and staff came together for a comprehensive strategic review of the organisation, and we praise God for our collective insights on our accomplishments and the need to strengthen areas for improvement. In navigating an ever-evolving landscape, we are steadfast in our resolve to ensure that our initiatives continue to create meaningful impacts for our clients in collaboration with our partners.

Moreover, I'm thrilled to announce the expansion of our programs aimed at addressing the burgeoning needs within our community. Initiatives such as the Joint Singles Scheme Operator-Run Pilot at Sengkang West and Woodleigh Link, alongside the SG Cares Volunteer Centre @ Bukit Merah, underscore our unwavering commitment to our mission of serving those in need.

Board succession, sustainability, and renewed talent are likewise critical as they ensure the continuity of our organisation's mission and the effective governance needed to navigate evolving challenges. By actively managing board succession, we can maintain a diverse and dynamic group of leaders who bring fresh perspectives, expertise, and insights to the table. This not only fosters innovation but also strengthens our ability to adapt to changing circumstances and seize new opportunities. Ultimately, this grants ample opportunities to fulfil our mission of serving those in need and making a positive difference in our community. Our gratitude to all board and sub-committee members who have served faithfully before us.

May this new year be marked by an abundance of influence, where our actions speak volumes and inspire others to follow in the footsteps of love and hope. May our impact be far-reaching, leaving a lasting imprint on hearts and communities alike. And may our involvement be characterised by wholehearted dedication, as we pour out our time, talents, and treasures in service to others.

Let us journey forward with courage, conviction, and unwavering faith, knowing that with God's grace and guidance, nothing is impossible. Here's to a year brimming with divine favour, boundless blessings, and the fulfilment of God's purpose in our lives and the lives of those we touch. Amen.

Elder Kevin Lee

President

New Hope Community Services

FOREWORD

CEO's Message

As I sit down to reflect on the year that sped by, I'm filled with immense pride and gratitude for the accomplishments that have made my time as CEO of this organisation an incredibly rewarding journey. New Hope CS wouldn't be where we are today without the support of our incredible partners—2023 has truly been "A Year of Collaborations".

One of the defining moments of this year was the official opening of Kampung Siglap, a milestone that symbolises the power of collaboration. As Kampung Siglap continues to reach out into the community to touch lives, we could not have done it without our amazing volunteers and partners. We honoured them during a special award ceremony during the opening, and I want to thank our super volunteers once more. Mr Michael Lee, Mr Wilson Nghai, Ms Eleanor Ho, Ms Esther Liew and Ms Angela Lee were instrumental during the development of Kampung Siglap and they did all these without expectation of remuneration. We also appreciate the support of Mr Dennis Mwansa and Mr Hoong Ngee Khoo from J.P. Morgan for their inputs in strategic planning and digital transformation for Kampung Siglap. Their dedication and passion to serve allowed New Hope CS to emerge stronger.

Kampung Siglap is a space to inspire hope and change for the entire social service sector. I'd always say that Kampung Siglap is too big for New Hope CS alone—and I invite other social service agencies and like-minded organisations to come and utilise

this place. Our dream for Kampung Siglap is for it to be a valuable asset in the social service sector. I'd also like to highlight the efforts of our fundraisers and donors. We ran the third iteration of our Beacons of New Hope fundraising campaign from May to July 2023, themed "Sama Sama Shine". Sama-sama means together, and 48 "Beacons" came together and raised more than \$170,000. In July, our friends from Bethesda Frankel Estate Church organised the Loving Our Neighbours Carnival at Kampung Siglap and raised over \$150,000 in support of our operations and programmes. We're immensely grateful and humbled by their incredible contributions to our shared vision and mission.

Lastly, I'd like to share a story. I recently visited one of our ex-resident and his wife in their home. You see, this former client, let's call him Mr S, had struggled with alcoholism and as a result, got divorced when he got admitted into our shelter. I had an opportunity to talk to Mr S and his wife, urging her to grant him a second chance, and by God's grace, she did. There were setbacks along the way but they stuck together and even went to re-register their marriage. Seeing them now, happily married with the worst behind them, truly serves as a reminder of values of resilience, reconciliation and the power of second chances. I'm glad that New Hope CS has played a part in their story.

I truly thank each and every staff member for serving together at New Hope CS. It was exactly two decades when I first started sheltering the homeless. That sowed the seed for what would become New Hope Community Services and the first homeless shelter in Singapore. But I would never have imagined how things would turn out the way it is today—it has been nothing short of a miracle, and I'm humbled and thankful to God for the abundance of opportunities and growth.

As we look ahead, 2024 will be a significant milestone for the organisation, as we'll be celebrating our 20th Anniversary. Our commitment remains unwavering and together with our volunteers, partners, and supporters, we'll continue to strive towards building new hope for the displaced and disadvantaged in the community, as Ephesians 2:10 reminds us, "For we are God's handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do." I'm confident that 2024 will be a year of more influence, more impact, and more involvement for New Hope CS.

Pastor Andrew Khoo
CEO & Founder
New Hope Community Services



19 years on, our core work remains the same—to meet the needs of the displaced and disadvantaged through the provision of practical services. We remain steadfast in our commitment to restore hope to our beneficiaries.

Impact In Numbers

In 2023, we worked closely with:

2,375

individuals and families across our services and programmes.

BREAKDOWN

442

individuals & families stayed in our shelters

444

families mentored under HOPE Scheme

331

tenants stayed in our JSS-OR sites

180

individuals were right-sited through Social Investigation

217

individuals were engaged for job-coaching

781

participants were engaged in Kampung Siglap

HIGHLIGHTS

149

new individuals & families were admitted into our shelters

74%

of discharged beneficiaries secured sustainable housing

160

individuals found new jobs

3,358

volunteers mobilised

\$1.4m

raised through donations

Year In Review



Photo: Volunteers organised a "Block Party" for residents at Transit Point @ 1 Spooner.

YEAR IN REVIEW

Financial Highlights

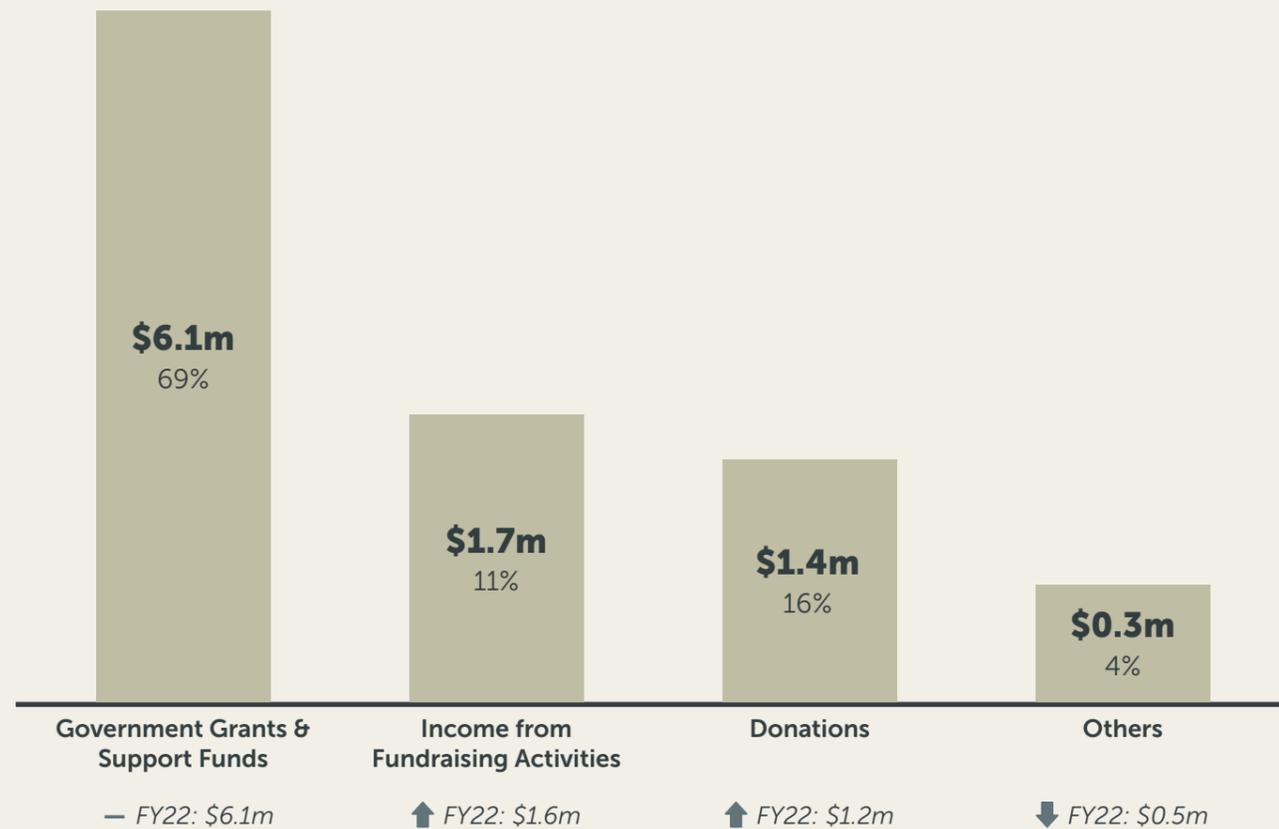
For more information on our financials, such as major financial transactions, purposes of charitable assets held and more can be found in our Financial Statements published on our website.

TOTAL FY23 INCOME

\$9.5m

↑ FY22 Income: \$9.4m

MAJOR SOURCES OF INCOME



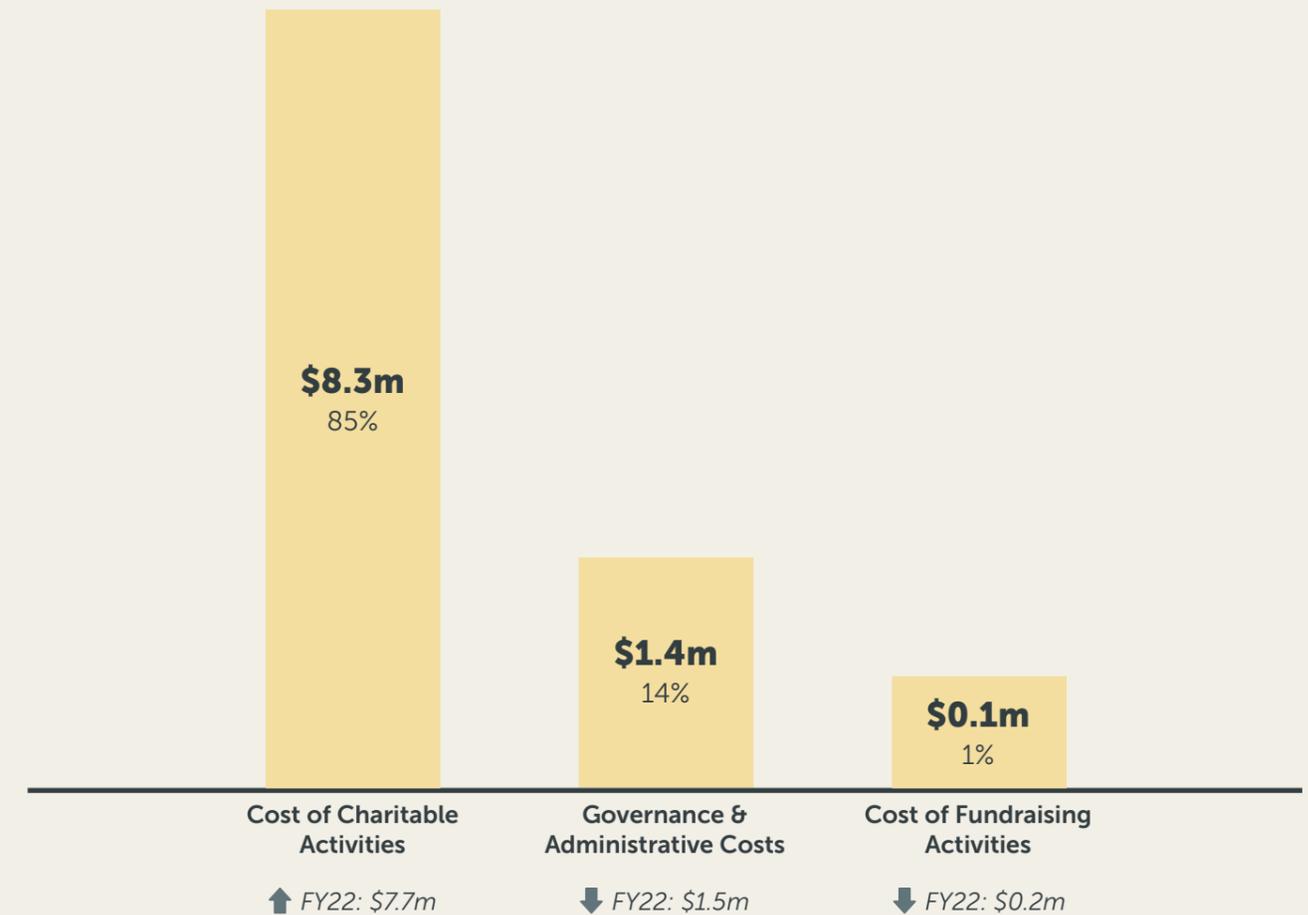
We strive to keep our overhead costs low. In FY23, 85% of expenses went towards charitable activities such as shelter operations and remuneration of staff.

TOTAL FY23 EXPENDITURE

\$9.8m

↑ FY22 Expenditure: \$9.4m

ALLOCATION OF EXPENSES



Our Leadership

BOARD MEMBERS



Elder Kevin Lee
President
Managing Director,
Asia Center for Serving Leadership



Dr Pauline Tan
Vice-President
Director, Clinical Quality & Services,
Sheares Healthcare
International Holdings



Mr Lim Bak Chim
Secretary
Head of IAS Commercial Feeding,
Maersk



Elder Ethan Pang
Treasurer
Director, University Wellbeing Office,
Nanyang Technological University



Mr William Chan
Assistant Treasurer
Director,
Horizon Educational Supplies Pte Ltd



Mr Michael Lee
Member
Chief of Franchise Office,
Golden Gate Restaurant Group,
Vietnam



Ms Khoo Swee Lan
Member
Group CHRO,
National Healthcare Group (NHG)



Ms Yeo Mui Sung
Member
Independent Board Director,
Kulicke and Soffa Inc.



Ms Pauline Sng
Member
Global IT Senior Director,
Beckson Dickinson Company



MANAGEMENT TEAM

A **Pastor Andrew Khoo**
CEO & Founder
(Appointed to current designation
since 1 Jan 2017)

B **Ms Lilian Ong**
Director of Social Work
(Since 15 May 2019)

C **Mr Lim Chin Sing**
Director of Finance & Corporate Services
(Since 1 May 2022)

D **Mr Willy Ong**
Director, Kampung Siglap
(Since 14 Sep 2022)

E **Ms Leah Tan**
Centre Manager (HQ)
(Since 1 May 2010)

F **Mr Benny Tan**
Facilities Manager
(Since 1 Jun 2020)

G **Ms Fouzia Noor Batcha**
Human Resource Manager
(Since 1 Sep 2021)

Notes:

- Mr Chua Sui Tong held the role of Secretary until his resignation from the Board on 21 May 2023.
- Elder Kevin Lee was elected to the role of President on 22 May 2023. His previous appointment was Vice-President.
- Dr Pauline Tan was elected to the role of Vice-President on 22 May 2023. Her previous appointment was Board Member.
- Mr Lim Bak Chim was elected to the role of Secretary on 22 May 2023. His previous appointment was President.
- Ms Pauline Sng joined the Board on 22 May 2023.
- More info on Board appointments & attendance can be found in our Governance Policies in this report.

Organisation & Staff Development

Did you know that New Hope Community Services grew almost three-fold during the Covid-19 Period?

From our pre-COVID level of 30+ staff, New Hope scaled to almost 100 staff by the end of 2023 as we responded to social needs at the national level and also initiated new projects to meet community needs.

We are now in the third year of our transformational journey, and much progress has been achieved in each of the 4C Strategic Thrusts. Here are some highlights of how we have moved the needle in our journey over the past year:

VISION 2025 / 5-YEAR STRATEGIC PLAN



Year 1

Continue faithfully on the road as we develop plans to strengthen ourselves.



Year 2

Plant the seeds of improvement and nurture the new seedlings.



Year 3

Reap the first harvest while further enhancing our methods.



Year 4

Improve the harvest quality as we make bigger impacts.



Year 5

Reap the rewards of a transformed organisation.



STRATEGIC THRUST ONE

Client-Centric

To focus on the wellbeing of our clients and to meet and exceed their needs and expectations.

- The Client Engagement Framework (CEF) was identified by New Hope CS as a means to improve the quality of services provided to clients staying in the shelters. The Framework serves two objectives, (1) to distil the New Hope experience across the board—in the shoes of all our clients, and (2) empower them by generating insights about the work at New Hope CS in order to establish whether they are truly client-centric.
- Works for the CEF began in April 2022 and was completed in April 2023. The CEF enabled the elicitation of (1) common themes raised by staff with regards to client engagement, (2) an evaluation of client's perceived sense of engagement by New Hope CS, and (3) recommendations to improve quality/ tangibility of client engagement in New Hope CS.
- Two areas of development are proposed. (1) Continuity across services such as matching of objectives in interventions provided during programmes and retreats, and (2) higher-level involvement of clients and intentionally incorporating client involvement in designing their environment or desired services.
- As such, we have made efforts to shift our culture from "Doing Things For" to "Doing Things With" our clients. This process has already resulted in better traction with higher programme participation rates.
- Matching of objectives across our shelters has facilitated the setup of a centralised triage team and internal referral system, resulting in greater efficiency in client admissions.
- Another area of client engagement is within our JSS-OR sites, where we have made considerable strides in bettering our capability in matching JSS-OR clients and conflict mediation.



STRATEGIC THRUST TWO

Capacity & Capability Building

To leverage on systems and technology to maximise effective use of people and resources.

- We have leveraged on further digitalisation efforts, including the rollout of the Pioneer Generation Project CRM modules across various functions, and the development of a client engagement app called New Hope Connect.



STRATEGIC THRUST **THREE**

Corporate Governance & Compliance

To build and protect our reputation with all our stakeholders, through compliance with the Code of Governance and various accountability standards in the sector.

- In 2023, we held a strategic review of our organisation and the progress made on Vision 2025. Board Members and staff from across the organisation gave their inputs on areas for improvement and reaffirmed our commitment to our shared values and mission.



STRATEGIC THRUST **FOUR**

Continuous Improvement

To continually invest in our people, collaborate with partners, and understand the complex needs of our beneficiaries.

- We embarked on the "NCSS Strengthening People Practices Capabilities Project" in early 2023. Through the project, we've developed a career map, identified technical skills and competencies for selected job tracks, and upskilled people managers with better people practices.
- We rolled out the "Serving Leaders—Five Powerful Actions to Transform Our Teams" workshop to the organisation. 95% of staff have completed the course.
- A cross-agency team was formed to co-organised the 4th edition of the Homelessness Learning Forum. 2023's edition was titled "Rethinking Shelter", where sector experts gathered to explore innovative concepts of providing shelter.
- We continue to invest in the holistic well-being of our staff. Special thanks to the teams who have helmed these initiatives.
 - 19th Anniversary Celebrations with past and present staff
 - Monthly Inform & Inspire Sessions
 - Team bonding activities within our respective teams and departments
 - Staff Retreat in Malacca

Organisational Chart

Board of Management

- Audit & Risks Committee
- Appointment & Nomination Committee
- Finance Committee
- Fund-Raising Committee
- Human Resource & Remuneration Committee
- Kampung Siglap Committee
- Programme & Services Committee
- Social Enterprise Committee
- Technology Committee



Chief Executive Officer

Programmes & Services

- Transit Point @ 1 Spooner
- Transit Point @ Jalan Kukoh
- Transit Point @ Margaret Drive
- HOPE Scheme
- SBFF Job Support & Retention Programme
- Social Investigation
- JSS-OR Bukit Batok West
- JSS-OR Sengkang West
- JSS-OR Woodleigh Link
- Volunteer Management

Corporate Services

- Centre Management
- Finance & Admin
- Organisation Development
- Human Resources
- Facilities/Logistics Management
- Fundraising
- Creatives & Communication
- Compliance
- IT Management

Kampung Siglap

- Centre Management
- Programme Management



We recognise that building thriving and resilient individuals and families requires more than just putting a roof over their heads. We run a range of services and programmes so that we can provide the right kind of support and intervention.

OUR SERVICES & PROGRAMMES

- **Transit Point @ 1 Spooner**
Transitional shelter for displaced individuals
- **Transit Point @ Jalan Kukoh**
Transitional shelter for displaced families & individuals
- **Transit Point @ Margaret Drive**
Interim shelter for rough sleeping individuals
- **Kampung Siglap Lifeskills Training & Retreat Centre**
A community space to inspire hope & change in the social service sector
- **Home Ownership Plus Education (HOPE) Scheme**
Mentoring & support groups for young, low-income families
- **SBFF Job Support & Retention Programme**
Job matching & skills training services
- **Joint Singles Scheme Operator-Run**
Managing public rental flats for low-income individuals
- **Social Investigation**
Assessment & right-siting services
- **Volunteer Management (Internal VM & SG Cares Volunteer Centre @ Kreta Ayer & Bukit Merah)**
Growing & coordinating volunteer supply, capabilities & partnerships
- **Research & Knowledge Management**
Retaining & sharing of knowledge & experience

Our Impact

Photo: Residents and staff preparing for Christmas at Transit Point @ Margaret Drive

Transit Point @ 1 Spooner

2023 IMPACT

Total Beneficiaries Served*: 199

**Sum of admissions in 2023 & cases brought forward from 2022.*

New Admissions: 78

Discharges: 122

of which **100** secured long-term housing upon discharge.

About Transit Point @ 1 Spooner

Transit Point @1 Spooner (TP@1SR) is a transitional shelter that provides temporary accommodation and social work intervention to displaced individuals who have exhausted all other means of accommodation. Residents work with our social work professionals to address their needs and develop intervention plans towards achieving long-term and stable housing. TP@1SR has a maximum occupancy of 250.

2023 was another impactful year for TP@1SR. With the lifting of the last remaining Covid-19 measures, we welcomed more regular resident engagements from our volunteers and partners. New initiatives were formed, such as the bi-monthly Settling-In Programme to help new residents integrate successfully into the shelter. We also bid goodbye to 100 of our residents who had secured long-term accommodations—with is about 80% of all shelter discharges in 2023. We're delighted for them, and we'll continue to work hard to help achieve positive outcomes for everyone.

Three years of operating this shelter means that the team has accumulated a wealth of experience and knowledge on how to better serve our residents. We've come far since the shelter started in 2021, and in 2024, we look forward to more impactful work and engagement in the lives of those we serve. For example, we'll be hosting Community Evenings, where we want to celebrate residents who are discharging into their forever homes. We also look forward to our big move in the latter half of 2024, when the shelter will be relocated to a new site. We plan to involve shelter residents in the design of the new shelter, as part of an inclusionary decision-making process.

2023 HIGHLIGHTS

Groupwork for Male Residents



- Our male residents took part in an eight-week psycho-educational programme covering topics such as communication, financial management, self-awareness and conflict resolution. The skills they learned will be invaluable as they transit out of the shelter and live independently.

Settling-In Programmes



- Every two months, newly admitted residents gather for a meal together to share about their experiences living in the shelter as well as future aspirations of a home. The programme aims to help new residents better integrate into communal living in the shelter.

Block Parties by Partners



- Building on last year's successful carnival, two Block Parties were organised in 2023 by our partners Community Matters and Eternal Life Assembly. Residents were treated to live music, games, food, fun workshops and lucky draws.

OTAH!—Onward to Ageing Holistically! by Youth Corps Singapore



- OTAH! encourages intergenerational bonding between youths and seniors by having young volunteers engage seniors through games and conversation. Regular sessions were held between June and November.

Festival Celebrations



- Our residents took part in various festival celebrations organised by staff and volunteers, such as Chinese New Year, Hari Raya Aidilfitri, Mid-Autumn Festival, Deepavali and Christmas. These events were great opportunities for residents to enjoy themselves and build relationships with one another.

Health Screening by NUS Medical Students



- Our residents received basic medical check-ups courtesy of NUS Medical Students. This helped to ensure that residents with undiagnosed health issues could be flagged and seek further treatment.

We're Thankful For Our Partners:

- APEX Mentors
- Bethesda Frankel Estate Church
- Capital Group
- Community Matters
- East Asia School of Theology
- Eternal Life Assembly
- National Gallery Singapore
- NUS Yong Loo Lin School of Medicine
- SINDA
- Singapore Polytechnic
- Synapxe
- Youth Corps Singapore
- And all our individual donors and volunteers!

Transit Point @ Jalan Kukoh

2023/IMPACT

	INDIVIDUALS	FAMILIES
Total Beneficiaries Served*:	115	75
<i>*Sum of admissions in 2023 & cases brought forward from 2022.</i>		
New Admissions:	15	24
Discharges:	60	31

of which **46 individuals** & **26 families** secured long-term housing upon discharge.

About Transit Point @ Jalan Kukoh

Transit Point @1 Jalan Kukoh (TP@JK) is a transitional shelter that provides temporary accommodation and social work intervention to displaced families and individuals who have exhausted all other means of accommodation. Residents work with our social work professionals to address their needs and develop intervention plans towards achieving long-term and stable housing. TP@JK has a maximum occupancy of around 110 individuals and families.

With Covid-19 situation finally stabilising, we saw new collaborative opportunities with volunteers and partners to fully utilise the Activity Centre at TP@JK, whose use has been limited so far during the pandemic. To facilitate peer-learning and strengthen the bonds in the community, we also introduced two groupwork programmes—Seniors Groupwork and Financial Management Groupwork. Both were well-received and the skills and knowledge they gained will equip them well when they eventually leave the shelter.

In 2024, the team aspires to transform the way we organise activities and extend more collaborative partnerships with our residents. Instead of “doing for”, we want to be “doing with” our clients. Through active engagement and opportunities to take on responsibilities, we aim to empower our residents and encourage them to be more self-reliant and confident. We envision a community where our resident’s voices are heard and have a sense of belonging.

2023/HIGHLIGHTS

Groupwork Programmes



- The Seniors Groupwork aims to foster social connections and mutual self-help amongst the participants, improving their social functioning and therefore creating a supportive environment in the shelter.



- The Money Management Group aims to equip residents with financial management skills and practices through experiential activities.

Quarterly Birthday Celebrations



- Celebrating our resident’s birthdays has become a tradition at TP@JK, and in 2023, we even celebrated the birthdays of our volunteers too! Our volunteers are very much a part of our TP@JK community.

Festival Celebrations



- Thanks to volunteers from Kairos Project, our residents took part in various festival celebrations. Many residents took the opportunity to express their gratitude, and we’re humbled and touched to know that we have given them hope and light in their darkest times.

Themed-Directed Hangouts

- Facilitated by Hwa Chong International Students, our resident were invited for social engagement events such as a board games day and dumpling-making activity.

Transit Point @ Margaret Drive

2023 IMPACT

Total Beneficiaries Served*: 74

**Sum of admissions in 2023 & cases brought forward from 2022.*

New Admissions: 32

Discharges: 52

of which **23** secured long-term housing upon discharge.

About Transit Point @ Margaret Drive

Transit Point @ Margaret Drive (TP@MD) is a low-barrier-to-entry, community-based interim shelter primarily for rough sleepers with complex housing needs. Our team at the shelter works with residents to facilitate their long-term housing goals, empower them with the requisite skills for self-reliance and connect them to relevant social resources to meet their holistic needs. Located at the site of the former Queenstown Polyclinic, TP@MD has a maximum occupancy of 70.

2023 was a ground-breaking year for TP@MD. The team could finally get into the rhythm of planning programmes, activities and initiatives for our residents as the restrictions of the pandemic seemed a matter of the past. The year also saw over 40% of discharged residents securing stable housing/accommodation as key stakeholders worked hard to ensure that more rental flat vacancies became available. This was a good accomplishment given that TP@MD residents typically have complex barriers that need a longer time to be resolved. 100% of our residents were also meaningfully engaged in social capital building efforts aimed at strengthening clients' social networks.

Our resources were also strengthened to ensure better and seamless delivery of services to our residents as staff strength increased to 12 including social workers, operations staff, career coaching and pastoral care staff. Two of our staff were also conferred covid resilience medals in recognition of efforts taken to support the shelter, organisation and sector during a period of pandemic uncertainty.

As we begin 2024, the team is committed to dedicate efforts to further empower clients by giving them a voice and stake in the programmes and activities meant to cater to their well-being. Special efforts will also be made with key stakeholders to refurbish the shelter environment to accord dignity and enhance the lived environment of our valued beneficiaries.

2023 HIGHLIGHTS

CNY & Hari Raya Celebrations by The City Church



- We're grateful for our friends from The City Church for engaging our residents during Chinese New Year and Hari Raya. These celebrations gave much joy to our residents and a chance to form new connections and build social capital.

Combined CNY Event with TP@JK



- We held a combined CNY celebration dinner with residents from TP@JK. New bonds were formed as residents from both shelters mingled with one another, which was a good opportunity for them to find a potential JSS flatmate.

Mural Painting with Capital Group



- Our talented friends from Capital Group painted an excellent mural wall at the shelter!

Outing to Gardens By The Bay



- Our residents were treated to a day out at Gardens By The Bay. The event was sponsored by Cycling Without Age Singapore.

Our Partners:

- BlackRock
- Capital Group
- Church of Our Saviour
- Church of the Latter Day Saints
- Cycling Without Age Singapore
- DBS Foundation
- Edible Garden City
- Fisherman of Christ
- NUS CAPT
- Queenstown Baptist Church
- The City Church
- YCDT SHINE
- Zero Waste Bootcamp

Kampung Siglap

Lifeskills Training & Retreat Centre

2023 IMPACT

KS Programme Participants*: 74

**Retreat With Hope, First Things First & other client engagement programmes.*

Programme Partners: 13

People engaged in events for SSAs: 383

About Kampung Siglap

Kampung Siglap is a community space to inspire hope and change in the social service sector. A specially converted site with residential and community facilities, we collaborate with social service agencies, community organisations and like-minded partners to meet the needs of beneficiaries and organisations.



Willy Ong
Director, Kampung Siglap

In 2023, Kampung Siglap has emerged as a catalyst for meaningful change and community connection in the social service sector. Our programmes and events have etched profound imprints on people’s lives, embodying a commitment to impactful initiatives. Collaborations with community partners have added layers of support, underscoring the collaborative spirit that defines Kampung Siglap.

We began with a call for unity and purpose at our official opening ceremony in January. Ministers K. Shanmugam and Edwin Tong graced the occasion, as well as representatives from 163 organisation. Other events, like the Loving Our Neighbours Carnival, provided platforms for shared experiences, attracting diverse participants and partners from across the nation. We also saw much success and growth in our programmes like Retreat with Hope and First Things First—which we detail in this report.

As Kampung Siglap turns its gaze toward 2024, there is a collective commitment to fortify the pillars of Social, Community, and Financial spheres. The forthcoming year holds promises of expanded retreat programmes and increased engagement with stakeholders, solidifying Kampung Siglap as not just a physical space but a thriving ecosystem of collaboration, empowerment, and community enrichment.

2023 HIGHLIGHTS

Official Opening of Kampung Siglap



- The official opening of Kampung Siglap on 20 January 2023 marked a momentous occasion attended by 280 individuals from diverse sectors. The event was graced by the esteemed presence of Guest of Honour, Minister K. Shanmugam, and Special

Guest, Minister Edwin Tong. Representatives from 163 organizations were present, including government agencies, social service agencies, community organisations, education, healthcare, and religious institutions, signifying broad

- support and engagement.
- The ceremony included a vibrant Lohei ceremony, and guests took part in a comprehensive tour, gaining insight into our new and unique facilities.

First Things First—Homelessness & Poverty Simulation



- In collaboration with SBFF and NUS, the First Things First programme was introduced as an empathy-building initiative for both students and employers. Over the course of 9 runs, a total of 282 participants engaged in this impactful simulation, fostering a deeper understanding of the challenges related to homelessness and poverty.

Retreat With Hope



- Formerly known as KS retreats, Retreat with Hope has undergone a significant transformation, focusing on two core components: life-skills training and wellness. We started receiving referrals from other SSAs, with a total of 27 participants from 4 agencies attending Retreat with Hope programmes in 2023.
- We have forged partnerships with various agencies to enrich participants’ experiences, such as Parenting Workshops from Morning Star CS, Family Love Languages from Cornerstone CS, and Communication Workshops facilitated by JP Morgan.

Tenang Reunion Dinner



- The inaugural cycle of the Tenang Programme has successfully concluded. To gather valuable insights on the programme’s impact, a Reunion Dinner was organised. Past participants shared their experiences and reflections on how the programme has influenced and benefited them.
- For one Tenang Participant, there was self-discovery which led to liberation, and she felt she was bolder and more empowered after the entire experience.
- “I learnt to understand the experiences I have, and the language to describe it. The techniques taught to manage my stress and pay attention to my body were very helpful.”

HOPE Scheme

Home Ownership Plus Education

2023/IMPACT

Families Served:	444	% of HOPE Clients Employed:	75%
Mentoring Sessions:	547	% of HOPE Clients' Spouses Employed:	91%
Support Group Sessions:	7	% of HOPE Families Satisfied with the Programme:	91%

**These numbers for HOPE Scheme are from 1 Oct 2022 – 30 Sep 2023.*

About HOPE Scheme

New Hope CS is a mentoring agency for the Home Ownership Plus Education (HOPE) Scheme since 2011. Introduced by MSF in 2004, the HOPE Scheme aims to assist young, low-income families who choose to keep their families small with achieving long-term self-reliance and improving their socio-economic status. This is done by providing mentoring support, as well as incentives for education, housing and employment.

2023 saw us resume in-person mentoring sessions and support group session. The Covid-19 pandemic had created many challenges for the team, and even though we had success in engaging our clients virtually, we're glad to be able to physically interact with our clients once more. Though the team had to re-adjust to the new norm, a 94% satisfaction rate from our HOPE families affirms the work we're doing, and motivates us to continue improving and to add values into their lives.

We look forward to making more influence and more impact in 2024.

2023/HIGHLIGHTS



In the last contract period, we conducted seven support group sessions and two training/workshops.

- February: Self-care Support Group during Retreat with Hope for families at Kampung Siglap
- March: Home-based Business Support Group



- May: Self-care Support Group during Mother's Day Family Retreat at Kampung Siglap
- May: Skills Future Training by Nicholas Teo Wen-Yen, e2i senior specialist
- July: Home-base Business Support Group in collaboration with Her Rise Above



- August: Stress Management Support Group during Retreat with Hope for families at Kampung Siglap
- November: 3D Pen Printing Workshop by St. Luke's ElderCare

Support Group Sessions & Trainings



- Support Group Sessions aim to support HOPE participants in building new connections and support systems, as well as being equipped with practical skills for employment and family matters.

"Friends of Planet Earth" Outing with NTU Volunteers

- In June, our HOPE kids were invited to the "Friends of Planet Earth" carnival organised by NTU. The children got to immerse themselves in upcycling activities and learned more about sustainability.

Singapore Business Federation Foundation Job Support & Retention Programme

2023 IMPACT

- Total Clients Engaged: **217**
- Clients Placed in Jobs: **160**
- New Employer Partners: **47**

About SBFF Job Support & Retention Programme

In partnership with the Singapore Business Federation Foundation, our Job Support and Retention Programme acts as a bridge between employers and clients. The programme does so through providing clients from New Hope CS and other social service agencies with job matching and skills training services. Our team also actively conducts outreach initiatives for potential partner employers.

In 2023, Singapore transitioned into a post-Covid phase, the business landscape regained its footing, instilling newfound confidence and a semblance of normalcy. Our employment services team diligently set about fortifying our core offerings and network resources for the beneficiaries we serve. These services encompassed a wide spectrum, including client-employer matchmaking, resume and CV optimization, mock interview simulations, human resource consultations, and personalized assessments of strengths, weaknesses, motivations, and interests.

To address the evolving needs of the workforce, our team proactively engaged with employers across diverse sectors such as F&B, retail, security, cleaning, environmental services, and logistics. This strategic outreach was particularly crucial in sectors grappling with manpower shortages in Singapore. In 2023, we managed to partner with 47 new employers.

Recognizing the pivotal role of empathetic employers in the career ecosystem, our team actively sought collaborations with organisations championing inclusive hiring practices. These practices encompassed flexible salary structures, adaptable work hours, structured on-the-job training (OJT) processes, and avenues for upskilling and career advancement. Notably, we partnered with the Singapore Business Federation Foundation (SBFF) to conduct four sessions of "In Their Shoes" experiential roleplay. Through this initiative, employers gained firsthand insights into the daily challenges faced by our beneficiaries, fostering a commitment to inclusive hiring practices that extend beyond conventional norms.

2023 HIGHLIGHTS

"In Their Shoes" Experiential Roleplay



- Partnering with SBF Foundation, we completed 4 sessions of "In Their Shoes" in hopes of increasing awareness among our employers of the various challenges our beneficiaries face day to day. We envision employers who champion inclusive hiring practices to help the vulnerable in our society.

"Let's Go Digital" Programme



- Partnering with DBS Foundation, we organised a carnival-theme learning programme for our beneficiaries to engage in bite-sized tech-related training, in topics such as scams, transport apps and digital banking.

Community of Practice

- Partnered with e2i to conduct a sharing-of-best-practice session between Career Coaches from other SBFF partners including Daughters of Tomorrow, Association of Mental Health and Shine Children and Youth Services.

Recently, we launched the Joint Single Scheme (JSS-OR) initiatives—a testament to our commitment to continuous improvement. Through JSS-OR, we empower individuals housed in various establishments, bridging the gap between traditional services and tailored solutions.

As we move forward into 2024, our pledge remains unwavering: to strengthen our capabilities and create a future where every individual's potential is realized, regardless of obstacle.

Joint Singles Scheme Operator-Run

2023/IMPACT

Total Beneficiaries Served*:	371	% of Disputes Closed:	97%
BUKIT BATOK WEST:	115	Mediations Conducted:	63
SENGKANG WEST:	88		
WOODLEIGH LINK:	108		

About JSS-OR

New Hope CS is the Managing Agent of the Joint Singles Scheme Operator- Run (JSS-OR) Pilot projects at Bukit Batok West, Sengkang West and Woodleigh Link. The JSS-OR comprises a mix of 1- and 2-room flats which are partitioned to accommodate two or three persons per flat respectively. These units come fully furnished with household appliances such as wardrobes, washing machines, water heaters, and fridges, making it convenient for tenants to move in.

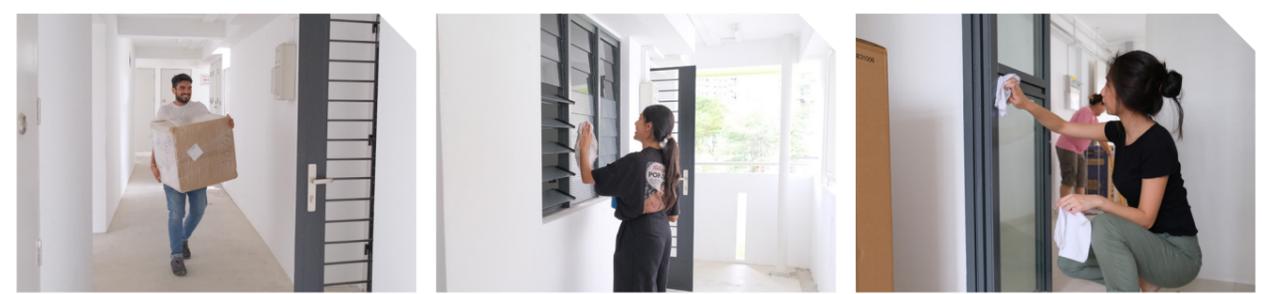
Under the JSS-OR Pilot, low-income singles can apply individually for a public rental flat. The operator will assign compatible flatmates based on various considerations such as age, gender, ethnicity, and living habits. This provides an alternative avenue for single individuals to apply for rental housing without the need to secure a flatmate beforehand, unlike the requirement for JSS.

In 2023, our JSS-OR programme witnessed significant growth and progress. Besides the JSS-OR site at Bukit Batok West, we have added two new sites at Sengkang West and Woodleigh Link, or slightly over 200 new units. This is part of HDB's expansion of the JSS-OR programme, following the continued demand for public rental flats among low-income individuals.

First operational in mid-2022, the JSS-OR site at Bukit Batok West entered a stable phase in 2023, as the team has worked diligently to establish robust structures and processes for addressing a range of issues from mediations to maintenance concerns. Building rapport and fostering relationships with tenants emerged as a key priority, leading to proactive networking with community partners, with notable collaborations including counselling support from the local FSC and financial assistance facilitated by SSO @ Bukit Batok.

2023/HIGHLIGHTS

New JSS-OR Sites at Sengkang West & Woodleigh Link



- We're grateful to all our staff, volunteers and donors who came together to get over 200 new units ready to receive new tenants.

Resident Engagement Events:

- Sponsored Food Distribution and Fairprice Vouchers in Dec
- Monthly Breakfast Club by Viriya FSC for tenants at Woodleigh Link
- Retreat with Hope for individuals held at Kampung Siglap
- Tenants at Bukit Batok West were accepted into the Mini-Mart Programme
- New Hope CS Christmas Party held at Kampung Siglap

The lessons we learned from setting up the Bukit Batok West site have carried us through as we embarked on this endeavour once again, this time at a larger scale. Managing over 200 new units presented a formidable challenge, but one that we approached with excitement and readiness for the possibilities ahead. Despite some hurdles such as furniture delivery delays and plumbing issues, all new units were ready in five weeks, alongside two new teams that will handle the day-to-day operations of the Sengkang West and Woodleigh Link sites. We've also forged partnerships with key community stakeholders such as Fernvale People's Association, SG Cares Volunteer Centre @ Sengkang, the local SSOs and FSCs.

In total, New Hope CS now manages around 250 units, capable of housing over 600 tenants. It took a massive effort from staff, volunteers and donors to get our new units cleaned, furnished and ready for new tenants to move in. The two new sites were operational in November 2023, and is now at around 60% capacity.

Moving forward, we remain committed to expanding our network and deepening our collaborations to enrich our tenant's experience and foster a sense of belonging within our JSS-OR community. We're excited to see what the future holds.

Social Investigation

2023/IMPACT



About Social Investigation

We are contracted by MSF to provide social investigation services for persons who come under the Destitute Persons Act. This service aims to assess and right-site clients, determining whether admission into a welfare home is necessary or if the client can be discharged into the community with proper follow up from relevant support services.

Fundraising

2023/IMPACT



We're humbled and grateful for another year of incredible support, commitment and generosity from our donors and fundraisers. Your support means the world to us.

2023/HIGHLIGHTS

Beacons Of New Hope 2023

- From 1 May–31 July, we ran the third edition of our peer-to-peer online fundraising campaign under the theme "Sama Sama Shine". Sama-Sama (Bersama) means Together—because when we come together, we can be the pillar of support that the displaced and disadvantaged can lean on.
- 48 Beacons rallied their family and friends and raised more than \$170,000.

"Loving Our Neighbours" Carnival

- Together with Bethesda Frankel Estate Church, and in partnership with the Frankel Estate Residents' Network, the Loving Our Neighbours Carnival was held at Kampung Siglap on 30 July 2023. Over \$150,000 was raised to support the operations and programmes of Kampung Siglap.

Thank You For Your Support!

- Kwan Im Thong Hood Cho Temple
- Lee Foundation
- Nanyang Inc. Pte Ltd
- Raffles Family Office
- Tan Ean Kiam Foundation
- TL Whang Foundation Limited
- The Church of Jesus Christ of Latter-Day Saints

Volunteer Management (1/2)

2023 IMPACT

Total Volunteers Engaged: 3,358	Service Users Impacted: 8,671
Total Volunteers Hours: 14,014	Partnerships Formed: 195

**These numbers represent all three portfolios of the Volunteer Management Team*

About Volunteer Management

Our Volunteer Management programme comprises three portfolios – internal Volunteer Management for New Hope CS, and two SG Cares Volunteer Centres at Kreta Ayer and Bukit Merah.

The SG Cares Volunteer Centre’s role is to build volunteer capacity, develop volunteer management capabilities and foster partnerships within the township to address the needs of the community. We’ve operated the SG Cares Volunteer Centre @ Kreta Ayer and Bukit Merah since 2021 and 2023 respectively.

Acts 20:35 “It is more blessed to give than to receive.”

This ethos has been at the core of our endeavours throughout the past year. Through our concerted efforts and the dedication of our volunteers, we have witnessed remarkable impacts on individuals and communities alike.

Regular volunteer groups have been the bedrock of our initiatives, extending their support to New Hope CS’ shelters by anchoring programmes, activities, and fostering sustainable volunteering practices. Their commitment has been instrumental in driving positive change and making a tangible difference in the lives of those we serve.

The SG Cares Volunteer Centre @ Kreta Ayer, now in its third year of operation, has continued to serve as a beacon of hope and solidarity. Collaborating with other community partners, we have endeavoured to rebuild the (KA)mpung spirit, witnessing a growing number of partners and beneficiaries coming together to support one another. We aspire to build a collaborative culture within our partners, and to encourage more volunteers from different walks of life to join us in building a caring and inclusive community.

A significant milestone of the year was taking on the SG Cares Volunteer Centre @ Bukit Merah. With great excitement, we embarked on the Medical Escort & Transport pilot project, poised to expand our reach and impact in the community. We look forward to forging new partnerships and serving the Bukit Merah community in the year ahead.

As we look back on 2023, we extend our heartfelt gratitude to all our volunteers and partners who have journeyed with us in our mission to create a more caring and inclusive society. Together, we have proven that when we come together in service, we can truly make a difference in the lives of others. Here’s to another year of more influence, more impact, and more involvement!

Ong Xin Ling
Volunteer Manager
(Programme Lead)



Volunteer Management (2/2)

2023 HIGHLIGHTS

Kopi Corner



- Starting as a pilot programme in 2022, Kopi Corner has grown into a weekly session for seniors around Joo Chiat to fellowship and forge new friendships. The programme has expanded to include singing and music sessions, exercises, digital workshops and sharing of homecooked food.

Gold Awards—SG Cares Giving Week 2023



- New Hope Community Services, along with the SG Cares Volunteer Centre @ Kreta Ayer and the SG Cares Volunteer Centre @ Bukit Merah, is proud and grateful to be awarded the Gold Partner certificates in recognition of our contribution and support towards the SG Cares Giving Week Campaign 2023.

“Doing Good (Well)” Series—Inaugural Corporate Networking Session



- The SG Cares Volunteer Centre @ Kreta Ayer launched the inaugural “Doing Good (Well)” Series corporate networking session in October 2023. The session saw the sharing of best practices from our corporate partners and strategies on how to build a culture of volunteerism in companies.
- About 20 different corporate organisations attended the event. We’re also grateful for Thoughtworks Singapore, Covenant Capital and One Heart Cleaning for their sharings on their respective CSR activities.

2nd Birthday Bash—Volunteer & Partner Appreciation Event



- To celebrate our second year of operations, the SG Cares VC @ Kreta Ayer brought together about 60 volunteers and partners from the 3P sectors to appreciate them for their unwavering dedication at serving the community. This event was graced by Minister Josephine Teo, Lead Adviser for the SG Cares VC @ Kreta Ayer.
- Certificates of Appreciation were given to our regular volunteers and dedicated partners, and self-care activities for volunteers were provided by social enterprises or beneficiaries from non-profit organisations.
- Donations-in-kind were collected from the volunteers & partners, and up to 600 items were collected and donated to a community partner from the Chinatown Active Ageing Centre.

Research & Knowledge Management

About Research & Knowledge Management

Research & Knowledge Management (RKM) is the conscious process of defining, structuring, retaining, and sharing of knowledge and experiences of employees in an organisation. It is a key driving force to rally the most valuable resource that we have – people. In the Social Service setting, RKM is especially important for the constant development of workers, as well as ensuring the services provided are befitting of ever changing social needs, landscapes, and ideologies.

With years of work amongst the homeless, we have gathered invaluable experiences and insights. Sharing our knowledge is a way we can contribute to the greater social landscape.

Zora Neale Hurston once said that “Research is formalized curiosity. It is poking and prying with a purpose.”

When the Research and Knowledge Management Team was established back in 2021, the purpose was for insights generated by the team to inform and enhance the work that we were doing as an organisation, so that we were able to contribute relevantly to the sector at large, and by extension, to the beneficiaries whom we serve. Two years later, this purpose remains as the driving force of the Research and Knowledge Management Team.

2023 was a year of investment, where we took the time to understand the needs on the ground and in the sector, and to identify the opportunities available to create impact. This was crucial to ensure that there was a continuum to the work that we were doing. At the same time, we created platforms for cooperative learning and knowledge sharing within the different departments so that there was a continuous flow of knowledge for improvement and development.

In the coming year, we look forward to more extensive collaboration potential both in-house and with external partners. At the same time, we are expectant of more opportunities which would allow us to continue value-adding to the sector at large. We look forward to a fruitful year ahead!

2023 HIGHLIGHTS

Partnerships:



- NUS Communications and New Media PitchIt! Competition
- CNA Documentary— Homeless in Singapore

In-House Projects:



- Completed the Client Engagement Framework
- Onboarding all shelter residents to New Hope’s Client Engagement Mobile Application, New Hope Connect
- Compilation of ideas generated during HLF2023 Co-Lab C3 breakout group segment

Knowledge Fair 2023:

- Launch of Knowledge Sharing Telegram Channel
- Presentation by Ms Christine Chan, Masters Student from MSF titled Exploratory Study on the Revolving Door to Homelessness in Singapore: Repeated admissions of individuals to Transitional Shelters
- Sharing by Blessed Grace Community Services on gambling addictions and debts
- Wisdom of Trauma Movie Screening and Facilitation

Homelessness Learning Forum 2023

About Homelessness Learning Forum

The Homelessness Learning Forum (HLF) is an annual event spearheaded by New Hope CS. The objective of this annual forum is to create a space where social service professionals, partners and interested persons can come learn about this marginalised community in Singapore. As we believe that no one organisation or person is an expert on homelessness, this space aims to kickstart conversations amongst various sectors, agencies, and individuals, to enhance learnings about homelessness.

Overall, HLF aims to be the main platform in the sector for participants to have conversations on building knowledge, forging connections, and innovating solutions that would better serve the homeless community.

In recent years, we have observed a change in homeless trends. From younger people experiencing homelessness, to more complex reasons that causes one to become homeless, it compels us as service providers to start thinking about homelessness differently. While we have come a long way in meeting the needs of those experiencing homelessness, what else can be done to facilitate the attainment of long-term housing better for our homeless counterparts?

With the theme of "Rethinking Shelter", HLF2023 focused on expanding our understanding of 'solving homelessness' in Singapore. Primarily through the idea of innovation and including homeless persons' voices in decisions that are made in homelessness services, in particular, sheltering.

HLF2023 was co-organised alongside the Ministry of Social and Family Development PEERs Office (Partners Engaging and Empowering Rough Sleepers) in conjunction with the PEERs and VIC Networks Appreciation Ceremony. Partnering with New Hope CS were Bless Community Services, Catholic Welfare Services, Girls' Brigade Singapore, Homeless Hearts of Singapore, Institute of Policy Studies, Solve n+1, and Yio Chu Kang Chapel. Overall, the HLF2023 saw over 280 unique attendees, and over 50 volunteers supporting the programme. It was held on 10 October 2023, which is also World Homeless Day.



There were two parts to the HLF2023. Firstly, the learning journeys, and secondly, the actual HLF2023. To enhance the learning experience, participants were first invited to gain exposure of realities and services on the ground. Participants had the opportunity to take part in night walks, as well as visit some of the temporary shelters in Singapore.

The actual HLF2023 rode on the previous years' HLF by showcasing the impact that youths have in contributing to the homelessness cause. Youths from the Girls' Brigade Singapore, Singapore Polytechnic and Anglo Chinese Junior College were able to present their innovative tech solutions and demonstrated their passion in advocating for empathy towards the homeless.

In addition, we had a robust programme lined with many external speakers. Dr Justin Lee who is head of the Policy Lab at the Institute of Policy Studies was the keynote speaker of HLF2023, and he delivered a compelling speech on inclusionary decision making. Next, Pastor Rick Toh from Bless Community Services, Dr Harry Tan from the Institute of Policy Studies and

Mr Kenneth Heng from Solve n+1 each helmed a Co-Lab C3 (Collaborate with Creativity for Change and Connection) session. These sessions were held concurrently, and each focused on a different tier of the 'homeless' journey. From rough sleeping, to attaining temporary shelter, to self-sustenance after exiting homelessness, the Co-Lab C3 session encouraged participants to think and discuss about what more could be done to enhance a homeless persons' ability to exit homelessness. The day ended with an interactive session with a panel of speakers and the audience who showcased some of the ideas that they had generated during the Co-Lab C3 sessions. The speakers of the panel were Senior Advisor Mr Lee Kim Hua from the Ministry of Social and Family Development, Ms Zing Lim, Director of Rental Housing from the Housing and Development Board, Ms Lilian Ong, Director of Social Work from New Hope Community Services and Ms Rosalind, a resident from one of New Hope CS' Transitional Shelter discussing the realities of homelessness in Singapore.





The Year Ahead

Photo: Student volunteers with some of the food items they have collected for our beneficiaries as part of a food donation drive.

2024 promises to be an exciting year, not least because it will be the 20th year since New Hope Community Services was founded. Two decades have not dulled our passion and commitment to serving the displaced and disadvantaged and building upon a year of collaborations and growth in 2023, 2024 has been slated as a year of “More Influence, More Impact, More Involvement”. We can’t wait to see where the future takes us!

20th Anniversary Dinner: “Celebrating the Fruits of Good Work”

- On 26 April 2024, we will be hosting an evening of reflection, appreciation and jubilation as we celebrate the fruits of good work over the past two decades. We are honoured to have our Patron, Minister K. Shanmugam, as our esteemed Guest of Honour.

Relocation of Transit Point @ 1 Spooner

- As part of the Government’s estate renewal plans for the block of flats at Spooner Road, TP@1SR will be relocated to a new site in the latter half of 2024. We are saddened to leave the place that many beneficiaries have called home since 2021, but the new site presents opportunities as well. The team plans to involve shelter residents in the design and planning of the new shelter, as part of an inclusionary decision-making process.

Single Room Shared Facilities Project

- We have been appointed by HDB as the operator of the new Single Room Shared Facilities (SRSF) project. Eligible tenants can soon look forward to a new type of public rental housing that aims to give greater privacy while providing a community-type living environment.
- The SRSF, located at the former Anderson Junior College hostel, can accommodate 480 tenants in single rooms. This set-up is different from the Joint Singles Scheme, where two or more individuals share a one- or two-room HDB flat.
- As the operator of the SRSF, New Hope CS will manage tenancy matters, furnish and maintain the premises, and provide social support. We’re grateful to be a part of the nation’s effort to better support and address the challenges faced by low-income Singaporeans. We look forward to serving our future tenants at the SRSF.

Governance Policies (1/5)

INTRODUCTION

Good corporate governance should be weaved through every aspect of New Hope Community Services (New Hope CS)—our people, culture, and our public face. Integrity is what defines us and determines how we work. Therefore, in New Hope CS, good corporate governance extends far beyond the yearly ‘Code of Governance’ submission. It is not a bonus. Having a robust ethical foundation is at the heart of what makes us successful.

We have received the Charity Council’s Charity Transparency Award every year from 2016—2022, apart from 2020 and 2021 when the award took a hiatus. We were also honoured to be awarded the 2017 Charity Governance Award for charities in the mid-sized category. This award is the highest governance award that can be conferred to a charity and recognises its exemplary governance standards and practices.

We are committed to high standards of corporate governance. New Hope CS has complied with all the applicable guidelines of the Code of Governance Evaluation Checklist for Charities and Institutions of a Public Character.

The complete checklist can be found at the end of this report, or www.charities.gov.sg

Our Constitution is available at the Registry of Societies.

BOARD COMPOSITION

New Hope CS is governed by a Board whose members are elected according to the Constitution. Presently, the Board comprises the:

- President;
- Vice-President;
- Secretary;
- Treasurer;
- Assistant Treasurer; and
- Four other elected Board Members.

They bring with them skills and abilities in diverse areas such as legal, finance, accounting, audit, business and management, human resource, communications, fundraising and technology. The Board charts the strategic directions of New Hope CS and ensures that we are run well and responsibly, so that we can continue to be effective, credible, and sustainable.

Board Members do not receive any remuneration for their involvement in any way. None of the Board Members held staff appointments. The Chief Executive Officer (CEO) is an ex-officio member who has the right to attend all Board and Committee meetings but does not participate in the Board’s decision making. The Board must meet at least four times a year and met 6 times (including the Annual General Meeting) in 2023.

BOARD APPOINTMENTS

Board Member	Current Appointment	Past Appointment(s)
Elder Lee Chin Chai (Kevin) <i>(Joined the Board on 2 May 2019)</i>	President <i>(since 22 May 2023)</i>	Vice-President <i>(17 Jun 2021 – 21 May 2023)</i> Secretary <i>(23 Jan 2020 – 16 Jun 2021)</i>
Dr Pauline Tan Cheng Jee <i>(Joined the Board on 11 Feb 2017)</i>	Vice-President <i>(since 22 May 2023)</i>	Secretary <i>(25 May 2017 – 2 May 2019)</i>
Mr Lim Bak Chim <i>(First joined the Board between 4 Feb 2008–25 May 2017 & re-joined the Board on 2 May 2019)</i>	Secretary <i>(since 22 May 2023)</i>	President <i>(23 Jan 2020 – 21 May 2023)</i> Secretary <i>(2 May 2019 – 22 Jan 2020)</i> Vice-President <i>(19 Jun 2012 – 25 May 2017)</i> Treasurer <i>(6 Jul 2008 – 4 Jul 2010)</i>
Elder Pang Loke Wee (Ethan) <i>(Joined the Board on 2 May 2019)</i>	Treasurer <i>(since 9 Jun 2022)</i>	Assistant Treasurer <i>(23 Jan 2020 – 8 Jun 2022)</i>
Mr Chan Kwok Siew (William) <i>(First joined the Board between 16 Jan 2004 – 25 May 2017 & re-joined the Board on 2 May 2019)</i>	Assistant Treasurer <i>(since 9 Jun 2022)</i>	Treasurer <i>(23 Jan 2020 – 8 Jun 2022)</i> Assistant Treasurer <i>(2 May 2019 – 22 Jan 2020)</i> Treasurer <i>(29 Mar 2016 – 25 May 2017)</i> Treasurer <i>(1 Apr 2012 – 29 May 2014)</i>
Mr Lee Chia Chye (Michael) <i>(Joined the Board on 2 May 2019)</i>	Member	
Ms Khoo Swee Lan <i>(Joined the Board on 5 Aug 2021)</i>	Member	
Ms Yeo Mui Sung <i>(Joined the Board on 5 Aug 2021)</i>	Member	
Ms Pauline Sng Lee Hwuang <i>(Joined the Board on 22 May 2023)</i>	Member	

Note: Mr Chua Sui Tong held the role of Secretary until his resignation from the Board on 21 May 2023.

Governance Policies (2/5)

BOARD ATTENDANCE

Board Member	Attendance
Elder Kevin Lee	6/6
Dr Pauline Tan	6/6
Mr Lim Bak Chim	6/6
Elder Ethan Pang	6/6
Mr William Chan	5/6
Mr Michael Lee	5/6
Ms Khoo Swee Lan	4/6
Ms Yeo Mui Sung	5/6
Ms Pauline Sng	3/4*

*Note: Ms Pauline Sng only joined the Board on 22 May 2023.

BOARD COMMITTEES

The Board has established nine Board Committees that look into specific areas and ensure key matters are given increased time and scrutiny.

BM: Board Member, CM: Committee Member

Audit & Risks Committee

Chairperson: Ms Yeo Mui Sung (BM)
Members: Elder Kevin Lee (BM)
Mr Andrew Lim (CM)

The Audit and Risks Committee shall assist the Board of New Hope CS in fulfilling its responsibility to provide oversight of management regarding:

- The organisation's system of internal controls and risk management;

- The integrity of the organisation's financial statements;
- The organisation's compliance with legal and regulatory requirements and ethical standards;
- The engagement, independence and performance of the organisation's independent auditors; and
- Identify, assess, record, review and provide strategy on actual and potential risk and the impact on New Hope CS.

Appointment & Nomination Committee

Chairperson: Mr Lim Bak Chim (BM)
Members: Mr William Chan (BM)
Mr Chua Sui Tong (CM)

The Appointment and Nomination Committee shall assist the Board of New Hope CS in:

- Developing and overseeing implementation of policies and procedures regarding the Board's size, leadership and composition, recommendations of candidates for nomination to the Board, the Board's guidelines and conflicts of interest;
- Determining qualifications and characteristics needed by Board Members;
- Identifying, screening and reviewing individuals who are qualified to serve as Board Members;
- Recommending to the Board candidates for nomination and appointment to the Board, and its committees;
- Assisting in orientation programmes for newly appointed Board Members;
- Evaluating the effectiveness of Board Members; and
- Evaluating Board Members who are required to submit themselves for renomination and re-appointment at the end of their 2 year-term, and making recommendations to the Board.

Finance Committee

Chairperson: Elder Ethan Pang (BM)
Members: Mr Lim Bak Chim (BM)
Mr William Chan (BM)

The Finance Committee shall assist the Board of New Hope CS in fulfilling its oversight responsibilities relating to fiscal management by:

- Overseeing the management of organisation-wide financial assets;
- Reviewing investment policies and strategies; and
- Ensuring the maintenance of a sustainable donation and income structure.

Fund-raising Committee

Chairperson: Elder Kevin Lee (BM)
Members: Mr Sam Heng (CM)
Mr John Zheng (CM)

The Fund-raising Committee shall assist the Board of New Hope CS in raising funds to support the operating expenses, new programmes and expansion of New Hope CS, and develop and implement fundraising plans so as to enable the organisation to achieve the reserve policy target established by the Board. It will:

- Ensure the reserve policy target established by the Board is achieved so as to ensure that the organisation's programmes and services are not adversely affected;
- Raise funds; and
- Encourage Board Members to make contact with prospective donors and make personally meaningful contributions of their own.

Human Resource & Remuneration Committee

Chairperson: Ms Khoo Swee Lan (BM)
Members: Elder Kevin Lee (BM)
Mr Chua Sui Tong (CM)
Mr Daniel Chan (CM)

The Human Resource and Remuneration Committee shall assist the Board of New Hope CS in overseeing the organisation's management remuneration policies and practices, including:

- Making recommendations to the independent Board Members with respect to the remuneration of the organisation's CEO;
- Reviewing management incentive remuneration policies and programmes;
- Reviewing bonus compensation policies for employees;
- Reviewing 'Career Development and Advancement' plans so as to attract and retain talents; and
- Reviewing New Hope CS' remuneration plans to align with the NCSS annual salaries guidelines.

Kampung Siglap Committee

Chairperson: Elder Ethan Pang (BM)
Members: Mr Michael Lee (BM)
Mr Marcus Wong (CM)
Ms Goh Siew Hian (CM)

The Kampung Siglap (KS) Committee shall assist the Board of New CS to:

- Review KS' vision and mission, policies, procedures, guidelines, and practices to ensure its mandate is effectively fulfilled and that KS is in compliance with existing laws and regulations;
- Appraise KS' performance annually and give direction to KS management to ensure KS' sustainability and viability;

Governance Policies (3/5)

- Review periodic reports and updates on the various services, activities, assets, resources and programmes from KS management and recommend follow-up actions to be undertaken to improve the above listed;
- Promote and represent KS to stakeholders, both internal and external; and
- Undertake any other duties pertaining to KS that the Board shall from time to time assign or delegate in writing to the Committee.

Programmes & Services Committee

Chairperson: Dr Pauline Tan (BM)
Members: Mr Mas Khalik (CM)
 Dr Timothy Sim (CM)
 Ms Chua Ee Cheng (CM)
 Dr Harry Tan (CM)

The Programmes and Services Committee shall assist the Board of New Hope CS to develop programmes and services and monitor performance against the organisation’s mission and strategic plan. It will:

- Assess annually the organisation’s success in any programme related goals, as articulated in the organisation’s mission and strategic plan adopted by the Board;
- Review and approve the vision and mission of the organisation and recommend to the Board amendments as the Committee deems appropriate;
- Ensure that all programme outcomes stipulated by funders are achieved;
- Develop an evaluation system that measures the effectiveness of programmes, and ensure outcomes are in line with its mission and objectives;
- Develop and review new programmes and services, and make recommendations to the Board; and
- Ensure strategic organisation planning.

Social Enterprise Committee

Chairperson: Mr Michael Lee (BM)
Members: Ms Eunice Hong (CM)
 Mr Don Ho (CM)

The Social Enterprise Committee shall assist the Board of New Hope CS to:

- Raise funds to support the operating expenses, new programmes and expansion of New Hope CS;
- Develop and implement fund raising plans so as to enable the organisation to achieve the Reserve policy target established by the Board; and
- Review, strategise and monitor the operation of the social enterprise.

Technology Committee

Chairperson: Ms Pauline Sng (BM)
Members: Elder Kevin Lee (BM)
 Ms Florence See (CM)
 Mr Lee Teck Seng (CM)
 Mr James Tan (CM)
 Mr Dennis Mwansa (CM)

The Technology Committee shall assist the Board of New Hope CS to:

- Provide guidance on Technology related Projects undertaken by New Hope CS;
- Provide guidance on the Tender Process of Technology Projects undertaken by New Hope CS;
- Review and provide recommendations and approval on the selected Technology Providers;
- Provide guidance on cyber security risks, associated exposure, and enhancing data governance practices undertaken by New Hope CS; and
- Perform other functions as required under the Constitution and as the Board may determine from time to time.

BOARD ELECTION PROCESS, EVALUATION, RENEWAL & SUCCESSION

According to the Board Policy Manual, board composition is regularly reviewed and discussed whenever there are changes. In addition, all Board Members are required to submit themselves for re-nomination and re-appointment at the end of their two-year term according to the Constitution Article 8.2 & Article 8.3. There is no automatic renewal of term for all Board Members. In accordance with the Constitution, there is a maximum limit of two consecutive years for the position of Treasurer. Currently, no Board Member has served more than ten consecutive years.

The Board conducts regular self-evaluation to assess its performance and effectiveness. Board Members attend relevant training to develop key competencies and keep abreast of relevant new laws and regulatory requirements. The Board proactively plans and conducts reviews for Board succession and renewal, and refines its strategy annually as well as whenever there are changes to the Board. The latest Board self-evaluation was conducted in January 2022.

The Board endeavours to ensure that there is an appropriate mix of core competencies and collective expertise to provide the necessary knowledge and objective judgment to meet its responsibilities. Board Members are recruited via suitable and qualified recommendations from our community partners, key stakeholders, and corporate volunteers. In addition, New Hope CS also considers potential candidates from the Centre for Non-profit Leadership Board Match programme. Board and Committee Members are recommended based on the following considerations:

- Personal attributes like integrity, mature confidence and high standards of excellence;
- Core skills or competencies in areas including accounting, finance, legal, human resources, business and management, strategic planning, fundraising, communications and relevant sectoral knowledge;
- Level of commitment necessary to govern the charity effectively; and
- Qualifies as independent.

The Appointment & Nomination Committee identifies and reviews individuals who may potentially serve as Members, ensuring consistency with the applicable qualifications or criteria, and makes recommendations to the Board for approving candidates for nomination, appointment, and re-election.

STRATEGIC PLANNING

New Hope CS’ strategic thrusts and priorities outlined in the strategic plan ‘Vision 2025’ serve as guideposts in our pursuit of excellence. The Board regularly sets aside time to review, update, and approve our Vision, Mission and Values, ensuring each remain relevant to the changing sector environment and needs. These are communicated to relevant stakeholders and the public through various platforms, including the annual report and corporate website.

Governance Policies (4/5)

PROGRAMME MANAGEMENT

The Board reviews and approves strategic plans, and outcomes of New Hope CS programmes and services. The Management Team has developed an evaluation system that measures the effectiveness of its programmes through alignment with the funder's outcomes and regular monitoring. The outcomes are also clearly defined to align with New Hope CS' mission and objectives. The Management Team regularly updates the Board on the progress of its programmes and services through Board meetings or Committee meetings, and town halls.

The Programmes & Services Committee annually assesses New Hope CS' success in any programme-related goals, as articulated in the mission and strategic plan adopted by the Board. All new significant programmes, services and initiatives are reviewed by the Programmes & Services Committee before recommendation to the Board for implementation.

FINANCIAL MANAGEMENT & INTERNAL CONTROLS

The Board and those who oversee organisational governance matters are responsible for ensuring an effective system of internal controls to safeguard stakeholders' interests and New Hope CS' assets.

The Finance and Admin departments ensure that operations comply with the policies and procedures set out in the Internal Financial Controls and Processes Manual. The documented procedures for financial matters are in key areas including:

- Procurement procedures and controls;
- Receipting, payment procedures and controls; and
- System for the delegation of authority and limits of approval.

Reviews are conducted regularly to ensure effective functioning of the internal controls and processes.

The annual budget is prepared by the Finance department with inputs from the different departments, and reviewed by the Finance Committee before submission to the Board for approval. The annual Budget is updated where necessary at mid-year.

As part of internal controls, all purchases of more than \$3,000 require three quotations to be obtained before approval of purchase and if there is any waiver, documented reasons and supporting documents must be obtained for approval.

Quarterly financial statements including comparative budget of New Hope CS, with analysis and explanations given for discrepancies, are first reviewed by the Finance Committee to identify unusual items and transactions as well as deviations from the annual budget before presentation at the Board meeting for review.

The investment policy approved by the Board sets out the objective, approved investment assets classes and Board reviews regarding any reserves invested. New Hope CS invests its reserves in low-risk investments such as Singapore Dollars fixed deposits held with full banks and finance companies in Singapore which are members of the Deposit Insurance Scheme (SDIC Scheme members).

RESERVES POLICY

The reserves are made up of unrestricted and restricted funds. New Hope CS targets up to a maximum of two years of operating expenses to ensure the charity's ability to serve its clients are not subjected to the vagaries of the economy. New Hope CS endeavours to utilise the restricted funds within the next two years.

FUNDRAISING PRACTICES

New Hope CS has established guidelines on fundraising. These guidelines are based on the best practices set out by NCSS and the Charity Council. All collections received (solicited or unsolicited) are properly accounted for and promptly deposited. New Hope CS does not disclose the identity of donors or share information on donors without prior permission from the donors. New Hope CS does not engage any third-party fundraisers.

WHISTLEBLOWING POLICY

New Hope CS' Board Members, staff and volunteers observe high standards of business and personal ethics in the conduct of their duties and responsibilities relating to New Hope CS. As representatives of New Hope CS, individuals must practice honesty and integrity in fulfilling their responsibilities and comply with all applicable laws and regulations. The Board has set in place a whistleblowing policy, available for viewing on New Hope CS' corporate website: newhopecs.org.sg/whistleblowing-policy

CODE OF CONDUCT & ETHICS

The Board has approved documented Code of Conduct & Ethics for all Board Members, staff and volunteers. The Code of Conduct & Ethics is aligned to New Hope CS' core values, Respect, Integrity, Compassion and Excellence.

CONFLICT OF INTEREST

New Hope CS has zero risk appetite for non-disclosure and entering into conflicting transactions. All employees, key executives and Board Members of New Hope CS shall provide a disclosure of their interests in all other organisations in which they are board members, have control or have a substantial shareholding or monetary interest to the Board when they are newly employed or appointed and whenever there are updates. In the event of potential or existing conflicts of interest, disclosure will be made in full and the party involved shall abstain from any discussion and decision on the matter.

A Conflict of Interest Policy and declaration is distributed to all Board members and staff. In addition, all staff and Board Members are required to declare on an annual basis that he or she does not have any personal or private business or associates that might be in a conflict to their functions or employment with New Hope CS. There is no known family relationship of the executive staff with any of the Board Members. No known conflict of interest arose during the year.

HUMAN RESOURCE & VOLUNTEER MANAGEMENT

Under the direction of the Human Resource & Remuneration Committee, New Hope CS ensures that the organisation has policies and procedures that continue to attract, retain and motivate social service professionals who have the abilities, experience and traits to restore HOPE to the displaced and disadvantaged. New Hope CS is also committed to the learning and development needs of Board Members, staff and volunteers, and believes in equipping them with the necessary skills to perform their roles effectively.

Governance Policies (5/5)

New Hope CS has put in place a performance management system where staff set and assess their own annual goals, with the guidance of their supervisors and management. The goals set by individuals are aligned to the goals that support New Hope CS' strategic plans. Staff performance is reviewed on an on-going basis by the heads of departments and documented at least twice per year. Performance-related components in the remuneration package are linked to fulfilling specific, measurable, attainable, relevant, and time-bound targets in line with New Hope CS' strategic objectives.

The Human Resource & Remuneration Committee makes recommendations to the Board for changes in the human resource policies for staff that cover recruitment, remuneration, benefits, training and development, performance appraisal, disciplinary actions, and cessation of employment.

New Hope CS has documented Volunteer Management (VM) policies consisting of volunteers planning, selection, onboarding, training, supporting, and recognising volunteers. In VM strategic planning, the VM team primarily seeks to understand the needs of the organisation, identify the areas requiring volunteer support, and plan the next phases of the volunteer cycles. Volunteer recruitment occurs via referrals, NVPC's Giving.sg platform, approaches from the public and completed application forms. Briefings and orientation are conducted to prepare our volunteers for their identified tasks and roles. These briefings allow volunteers to clarify any questions they have about us, their roles, expected responsibilities and risk awareness. Tours are also conducted where necessary for volunteers to familiarise themselves with the specific volunteering environment. Regular check-ins and feedback with the volunteers are made to support the volunteers in terms of resources, feedback, and engagement.

Appropriate background checks on Board Members, staff, and volunteers are carried out by the relevant committees and teams, including the Appointment & Nomination Committee, the Management Team, Human Resource team and VM team.

PUBLIC RELATIONS & CORPORATE COMMUNICATIONS

The Board has established procedures relating to releasing information about New Hope CS and its activities to the media, its stakeholders, and the public. The Board designates the CEO as the spokesperson for New Hope CS.

PERSONAL DATA PROTECTION POLICY

New Hope CS has various policies and processes to comply with the Personal Data Protection Act 2012 (PDPA). Data is used only for purposes disclosed unless otherwise permitted under the law. Reasonable security arrangements are also in place to comply with the ten obligations of PDPA. In addition, New Hope CS has been Data Protection Trustmark certified by IMDA since February 2019, and was re-certified in February 2022.

MANAGING RISKS

The Board has established procedures and systems to identify, regularly monitor, review and manage any major risks that New Hope CS may be exposed to.

Risk management is incorporated into all areas of New Hope CS' operations, including legal and compliance, strategic and operational health and safety, quality processes, social work programmes, technology and corporate governance at all levels.

Risk management is the responsibility of the Board, management, staff, and volunteers in all areas of New Hope CS. All have a significant role in the management of risk within their area of influence. Staff and volunteers are responsible for adhering to New Hope CS' Risk Management Policy, Risk Management Procedure and all other New Hope CS key governance documents. Managers and supervisors will ensure that staff understand their responsibilities and assist in fostering a risk-aware culture. Regular training and assistance will be provided to relevant staff to assist with risk management.

DISCLOSURE & TRANSPARENCY

- No Board Members receive any remuneration for their board services.
- No Board Members are currently serving for more than 10 consecutive years.
- No staff is involved in setting his or her own remuneration.
- No paid staff are close family members of the CEO or Board members.
- New Hope CS does not make any loans to any employees, management, Board Members, or any related parties or third parties.
- New Hope CS does not provide any sponsorship to any charities.

REMUNERATION OF TOP 3 EXECUTIVES (FY23)

Salary Band	Headcount
\$100,001 – \$150,000	1
\$150,001 – \$200,000	1
\$200,001 – \$250,000	1

Governance Evaluation Checklist (1/2)

For the period January 2023–December 2023.

S/N	Code Description	Code ID	Compliance	Explanation (if non-compliant)
BOARD GOVERNANCE				
1	Induction and orientation are provided to incoming Board members on joining the Board.	1.1.2	Complied	
	Are there Board members holding staff appointments? (If no, skip items 2 & 3)		No	
2	Staff does not chair the Board and does not comprise more than one-third of the Board.	1.1.3	Not Applicable	
3	There are written job descriptions for their executive functions and operational duties which are distinct from their Board roles.	1.1.5	Not Applicable	
4	There is a maximum limit of four consecutive years for the Treasurer position (or equivalent, e.g Finance Committee Chairman or person on Board responsible for overseeing the finances of the charity). Should the charity not have an appointed Board member, it will be taken that the Chairman oversees the finances.	1.1.7	Complied	
5	All Board members submit themselves for re-nomination and re-appointment, at least once every three years.	1.1.8	Complied	
6	The Board conducts self evaluation to assess its performance and effectiveness once during its term or every 3 years, whichever is shorter.	1.1.12	Complied	
	Are there Board member(s) who have served for more than 10 consecutive years? (If no, skip item 7)		No	
7	The charity discloses in its annual report the reasons for retaining Board member(s) who has served for more than 10 consecutive years.	1.1.13	Not Applicable	
8	There are documented terms of reference for the Board and each of its Board committees.	1.2.1	Complied	
CONFLICT OF INTEREST				
9	There are documented procedures for Board members and staff to declare actual or potential conflicts of interest to the Board.	2.1	Complied	
10	Board members do not vote or participate in decision-making on matters where they have a conflict of interest.	2.4	Complied	

S/N	Code Description	Code ID	Compliance	Explanation (if non-compliant)
STRATEGIC PLANNING				
11	The Board periodically reviews and approves the strategic plan for the charity to ensure that the activities are in line with its objectives.	3.2.2	Complied	
HUMAN RESOURCE AND VOLUNTEER MANAGEMENT				
12	The Board approves documented human resource policies for staff.	5.1	Complied	
13	There is a documented Code of Conduct for Board members, staff* and volunteers* (where applicable) which is approved by the Board.	5.3	Complied	
14	There are processes for regular supervision, appraisal and professional development of staff*.	5.5	Complied	
	Are there volunteers* serving in the charity? (If no, skip item 15)		Yes	
15	There are volunteers* management policies in place for volunteers*.	5.7	Complied	
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
16	There is a documented policy to seek Board's approval for any loans, donations, grants or financial assistance provided by the charity which are not part of its core charitable programmes.	6.1.1	Complied	
17	The Board ensures internal controls for financial matters in key areas are in place with documented procedures.	6.1.2	Complied	
18	The Board ensures reviews on the charity's internal controls, processes, key programmes and events are regularly conducted.	6.1.3	Complied	
19	The Board ensures that there is a process to identify, regularly monitor and review the charity's key risks.	6.1.4	Complied	
20	The Board approves an annual budget for the charity's plans and regularly monitors its expenditure.	6.2.1	Complied	

Governance Evaluation Checklist (2/2)

S/N	Code Description	Code ID	Compliance	Explanation (if non-compliant)
FINANCIAL MANAGEMENT AND INTERNAL CONTROLS				
	Does the charity invest its reserves, including fixed deposits? (If no, skip item 21)		Yes	
21	The charity has a documented investment policy approved by the Board.	6.4.3	Complied	
FUNDRAISING PRACTICES				
	Did the charity receive cash donations (solicited or unsolicited) during the year? (If no, skip item 22)		Yes	
22	All collections received (solicited or unsolicited) are properly accounted for and promptly deposited by the charity.	7.2.2	Complied	
	Did the charity receive donations-in-kind during the year? (If no, skip item 23)		Yes	
23	All donations-in-kind received are properly recorded and accounted for by the charity.	7.2.3	Complied	
DISCLOSURE AND TRANSPARENCY				
24	The charity discloses in its annual report: i. Number of Board meetings in the year; and ii. Individual Board member's attendance.	8.2	Complied	
	Are Board members remunerated for their Board services? (If no, skip items 25 & 26)		No	
25	No Board member is involved in setting his or her own remuneration.	2.2	Not Applicable	
26	The charity discloses the exact remuneration and benefits received by each Board member in its annual report. OR The charity discloses that no Board members are remunerated	8.3	Not Applicable	
	Does the charity employ paid staff? (If no, skip items 27, 28 & 29)		Yes	
27	No staff is involved in setting his or her own remuneration.	2.2	Complied	

S/N	Code Description	Code ID	Compliance	Explanation (if non-compliant)
DISCLOSURE AND TRANSPARENCY				
28	The charity discloses in its annual report: i) The total annual remuneration (including any remuneration received in its subsidiaries), for each its three highest paid staff*, who each receives remuneration exceeding \$100,000, in bands of \$100,000; and ii) If any of the 3 highest paid staff* also serves on the Board of the charity. The information relating to the remuneration of the staff must be presented in bands of \$100,000. OR The charity discloses that none of its staff* receives more than \$100,000 in annual remuneration each	8.4	Complied	
29	The charity discloses the number of paid staff* who are close members of the family* of the Executive Head or Board Members, who each receives remuneration exceeding \$50,000 during the year, in bands of \$100,000. OR The charity discloses that there is no paid staff* who are close members of the family* of the Executive Head or Board Member, who receives more than \$50,000 during the year.	8.5	Complied	
PUBLIC IMAGE				
30	The charity has a documented communication policy on the release of information about the charity and its activities across all media platforms.	9.2	Complied	

Notes

- *Staff: Paid or unpaid individual who is involved in the day to day operations of the charity, eg. an Executive Director or administrative personnel.*
- *Volunteer: A person who willingly serves the charity without expectation of any remuneration.*
- *Close member of the family: A family member belonging to the Executive Head or a governing board member of a charity—*
 - (a) *who may be expected to influence the Executive Head's or governing board member's (as the case may be) dealings with the charity; or*
 - (b) *who may be influenced by the Executive Head or governing board member (as the case may be) in the family member's dealings with the charity.*
- *A close member of the family may include the following:*
 - (a) *the child or spouse of the Executive Head or governing board member;*
 - (b) *the stepchild of the Executive Head or governing board member;*
 - (c) *the dependent of the Executive Head or governing board member;*
 - (d) *the dependent of the Executive Head's or governing board member's spouse.*
- *Executive Head: The most senior staff member in charge of the charity's staff.*

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Volunteer With Us

If you're passionate towards our cause and have the time, contact us for volunteering opportunities!

Visit: newhopecs.org.sg/volunteer



Make A Donation

Every donation goes a long way. We process donations of \$50 or more for tax deduction.

Visit: newhopecs.org.sg/donate



Start A Fundraiser

Whether as an individual or organisation, we welcome any fundraising effort on our behalf. Tell us your ideas!

Email: donate@newhopecs.org.sg



Be An Employer Partner

If you have employment opportunities for our beneficiaries, your partnership can help them achieve their goals.

Email: es@newhopecs.org.sg



Partner with Kampung Siglap

We invite other SSAs, corporates and like-minded groups to hold programmes and events at Kampung Siglap.

Visit: kampungsiglap.com



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New Hope Community Services Annual Report 2023

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